

Department: Administration	Policy Number: H00-01898
Subject: Exit Interviews	Effective Date: Sept. 10, 2024
Bylaw No:	Revision Date:
	Version #: 1

## 1. PURPOSE

This Policy is designed to identify workplace, organizational or human resources factors that may have contributed to an employee’s decision to leave the Town of Espanola; to enable the employer to identify any trends requiring attention or any opportunities for improving our ability to respond to employee issues; and to help us to improve and continue to develop recruitment and retention strategies aimed at addressing workplace issues.

This Policy covers the procedure to be followed when employees of the Town of Espanola agree to complete an exit survey/interview process when they leave our employment either voluntarily or through retirement. This opportunity is to be afforded to all employees including volunteer firefighters.

## 2. POLICY

The Corporation of the Town of Espanola (“the Town”) is committed to ensuring our employees experience: an environment fostered on respect, cooperation, training and development opportunities; competitive salary and benefits; and overall job satisfaction. Participation in the Exit Interview Process will provide feedback from departed employees to enable the Town to understand why employees are leaving and, through analysis, enable the Town to identify concerns and trends that may need to be addressed.

Information received through the Exit Interview Process will be collected and reviewed by the CAO/Clerk and the Deputy Clerk upon receipt in order to address any issues of immediate concern.

On a regular basis, survey results will be consolidated and analyzed by Management to identify common themes or determine trends that may need to be addressed. A summary will be forwarded to the Management Team and Council on a semi-annual basis for their review. The summary, prepared by the CAO/Clerk, will include:

- Appropriate statistical information in regards to the number and divisional/hierarchical distribution of employee departures during the previous six months and reasons for leaving, excluding confidential information;
- An analysis of any trends or common themes indicated in the exit interview feedback.

The Management Team’s review of the semi-annual consolidated report will result in:

- Actions or interventions necessary to address identified corporate issues including, but not limited to, training, coaching, counselling, wellness initiatives, compensation reviews, etc.

## 3. DEFINITIONS

Department: Administration	Policy Number: H00-01898
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Bylaw No:	Revision Date:
	Version #: 1

3.1. Exit Interview Questionnaire – a document available on-line or via a paper copy containing questions relevant to management, wages, benefits, environment, career opportunities, training and job satisfaction (Attachment 1).

#### 4. RESPONSIBILITIES

4.1 Manager’s will:

- Notify the CAO/Clerk and Deputy Clerk of any employee’s intention to leave the Corporation and conduct exit interviews if an alternative is needed to the CAO/Clerk or Deputy Clerk. In the event of a Manager conducting an Exit Interview, information gathered as part of this interview will be shared with the Deputy Clerk and CAO/Clerk for appropriate follow-up actions.

4.2 The CAO/Clerk’s Office will:

- forward an invitation to the exiting employee asking them to complete an on- line Exit Interview Questionnaire prior to their last day of work, once the employee-confirmed departure date has been received;

4.3 The Employee shall:

- have the opportunity to provide written feedback on information they feel would be beneficial for the Town of Espanola to know about their employment experience;
- have the opportunity to discuss any concerns with the CAO/Clerk or the Deputy Clerk according to their preference.

4.4 The CAO/Clerk shall:

- Review all questionnaires and prepare the semi-annual consolidated report as outlined in Section 2.0.

4.5 The Deputy Clerk shall:

- Assist the CAO/Clerk as needed and in the event of issues identified as part of a questionnaire or in-person exit interview that pertain to the CAO/Clerk, work with the Mayor and CAO/Clerk to add these items to a Closed Council agenda for discussion between the CAO/Clerk and Council.

#### Voluntary Participation and Confidentiality:

- Employees are asked to participate in the exit interview process on a voluntary basis. If an employee chooses to participate in an exit interview, he/she will be encouraged to be honest, candid and constructive in their responses;
- The individual employee responses will be treated as confidential, and shared only with their Manager, except in those cases where the employee has indicated it may not be shared with their Manager.

#### 5. REFERENCES

#### 6. ATTACHMENTS

Department: Administration	Policy Number: H00-01898
Subject: Exit Interviews	Effective Date: Sept. 10, 2024
Bylaw No:	Revision Date:
	Version #: 1

6.1. Attachment 1 Exit Interview Questionnaire

REVISION HISTORY	
MT REVISION DATE	DETAILS

Department: Administration	Policy Number: H00-01898
Subject: Exit Interviews	Effective Date: Sept. 10, 2024
Bylaw No:	Revision Date:
	Version #: 1

Attachment 1

**TOWN OF ESPANOLA  
EMPLOYMENT EXIT QUESTIONNAIRE**

Your opinion is important to us! The information you provide by completing this Employment Exit Questionnaire will be used in our continuing efforts to improve our workplace. We want to know what you think we do well as an Employer as well as how we can improve and therefore be more competitive in the labour market.

***Please note:***

This Questionnaire is available to all employees who are leaving the Town of Espanola.

Individual Questionnaire responses and suggestions will be summarized in order to maintain anonymity unless you provide your authorization to share the information with your Manager. There will be no repercussions resulting from an individual's opinion noted on this Questionnaire.

**\*REQUIRED INFORMATION**

Name (optional):	*Date Completed:
*Position:	*Department <input type="checkbox"/> Fire <input type="checkbox"/> Crossing Guards <input type="checkbox"/> Building <input type="checkbox"/> Clerks <input type="checkbox"/> Finance <input type="checkbox"/> POA <input type="checkbox"/> Community & Recreation <input type="checkbox"/> Economic Development & Transit <input type="checkbox"/> Environmental Services/Special Projects <input type="checkbox"/> Public Works

What is your primary reason for leaving the Town of Espanola? <input type="checkbox"/> Retirement <input type="checkbox"/> Higher Pay <input type="checkbox"/> More hours <input type="checkbox"/> Better Benefits <input type="checkbox"/> Career Advancement <input type="checkbox"/> Change in Career Choice <input type="checkbox"/> Work Environment <input type="checkbox"/> Work Location
What is your secondary reason for leaving the Town of Espanola? <input type="checkbox"/> Retirement <input type="checkbox"/> Higher Pay <input type="checkbox"/> More hours <input type="checkbox"/> Better Benefits <input type="checkbox"/> Career Advancement <input type="checkbox"/> Change in Career Choice <input type="checkbox"/> Work Environment <input type="checkbox"/> Work Location

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Bylaw No:	Revision Date:
	Version #: 1

(If applicable) What does your new Employer offer that encouraged you to accept their offer?

I have the following general suggestion(s) to make the Town of Espanola a better place to work:

Please respond to the questions below based on your work expectations and actual work experience at the Town of Espanola. Each of statements 1. through 28. reflects an aspect that is important for work life satisfaction. Please insert your suggestions and comments, if you so choose.

<p><b>Each of these questions identifies an aspect that is important for worklife satisfaction.</b></p> <p><b>Please choose one response to indicate the level of satisfaction you experienced while working at The Town of Espanola →</b></p>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Somewhat Disagree</b>	<b>Neither Agree nor Disagree</b>	<b>Somewhat Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>No answer</b>
1. I was satisfied with the interaction I experienced with my co-workers.								
2. I was satisfied with my pay.								
3. I was satisfied with my benefits.								
4. I was satisfied with the training opportunities provided.								
5. I was satisfied with career advancement opportunities.								
6. I was satisfied with the resources provided to do my job.								
7. I was satisfied with the level of cooperation between work groups, divisions and departments.								
8. I was satisfied with my physical work environment.								
9. I was satisfied with my supervisor.								
10. I was satisfied with the leadership (Supervisors, Managers, CAO)								

Department: Administration	Policy Number: H00-01898
Subject: Exit Interviews	Effective Date: Sept. 10, 2024
Bylaw No:	Revision Date:
	Version #: 1

11. I was satisfied with quality improvement practices.								
12. I was satisfied with corporate communications.								
13. I was satisfied with the communications within my work group.								
14. I was satisfied with the way individual work is recognized and rewarded.								
15. I was satisfied with the recognition and reward provided to teams that work well.								
16. I had control over my daily work (job activities).								
17. My workload was manageable.								
18. My job was not stressful on my personal life.								
19. I was satisfied with my level of involvement in decision-making.								
20. I was clear about what was expected of me in my job.								
21. I was satisfied with this organization as an Employer.								
22. I was treated fairly and with respect.								
23. I was satisfied with the work I did.								
24. I felt personally committed to the Town of Espanola.								

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25. I was satisfied with Customer Service practices (customer meaning those external and internal to the organization to whom you provide service).								
26. My non-union Supervisor / Manager did a good job of managing people's work performance.								
27. I was satisfied with health and safety practices in place.								
28. I was informed about decisions made by Council and how those decisions affected my work.								
<p>Completing this Questionnaire is not meant to replace the Exit Interview process.</p> <p>Would you like to meet with the CAO/Clerk, the Deputy Clerk or an Alternative Senior Manager for an Exit Interview?</p>	<p>Exit Interview: <input type="checkbox"/> YES      <input type="checkbox"/> NO</p> <p>If yes, please select who you would like your interview with:</p> <p>CAO/Clerk <input type="checkbox"/></p> <p>Deputy Clerk <input type="checkbox"/></p> <p>Alternative Senior Manager <input type="checkbox"/></p> <p>No preference <input type="checkbox"/></p>							
The contents of this Questionnaire may be shared with my Manager.	<input type="checkbox"/> YES <input type="checkbox"/> NO							

***Thank you for completing this form.***

The information you have provided will help the Town of Espanola become a better Employer in our community.

***We appreciate your service to the Town of Espanola and wish you all the best in your new venture!***